

A blurred office scene. In the foreground, a woman with blonde hair and glasses is seated at a desk, looking down. The desk has a white laptop with two pink sticky notes on the back. In the background, a person in a yellow shirt is blurred, suggesting movement. The office has large windows and modern lighting.

Not Even Remote-ly Close: Challenges Facing Headquarters Workspaces

Spatial Awareness

Research Reveals the Balance Between Remote, Hybrid, and In-Office Workspaces

Finding balance and stability in corporate workspaces is harder now than it ever has been. The financial services industry and the entire corporate workforce as a whole were shaken after the events of COVID-19. Even with most aspects of the pandemic long behind us, the shift to remote and hybrid work environments exposed an ability and a new expectation to shift employee presence. Now, businesses must adapt to meet talent and employee demands when it comes to work and office space.

Employees have become used to the option of working from home, even if only part of the time. The market now expects businesses to balance their employees time and space and provide the technology needed to meet with remote workforces. Some employees are still emphasizing the need for in-office personalization and furniture though.

There is no clear-cut answer to address employees' needs and wants. While some offices have found stability in a hybrid work environment, others work entirely remote or entirely in-office. Some offices and spaces have completely shifted their environments to fit the ever-changing employee pool of who is and isn't in-office. After years of trying to find a balance between remote, in-office, and hybrid work environments, one thing is clear: there is no right or wrong way to operate a business. However, challenges still remain. How do organizations decide what's best for them? What problems do each face, and how are they solved? And just how many organizations have made remote and/or hybrid work environments the new norm, especially within the financial services industry?

“ *I've had a change in attitude, I used to be one of those, 'No, you're not going to work away from the office.' So that's changed completely. We actually have to work really, really hard to engage the workforce, those that are hybrid or those that are remote.*

After years of trying to find a balance between remote, in-office, and hybrid work environments, one thing is clear: there is no right or wrong way to operate a business.





LET'S LOOK AT THE NUMBERS AND FIND OUT

NewGround partnered with Goldman Consulting and Strategy (GCS) to conduct focus group interviews of CEOs and executives across the financial market. These individuals were gathered from both rural and urban communities and represented both credit unions and banks. Furthermore, GCS surveyed a larger number of CEOs and C-Suite Executives from the financial markets and compiled their answers to questions into research revealing key insights into the future of remote work, hybrid work, in-office work, and workspace environments as a whole. Figures 1 and 2 show the percentages of those who participated in the survey study, which included a larger group of individuals than the focus groups.

RESPONDENT GROUP

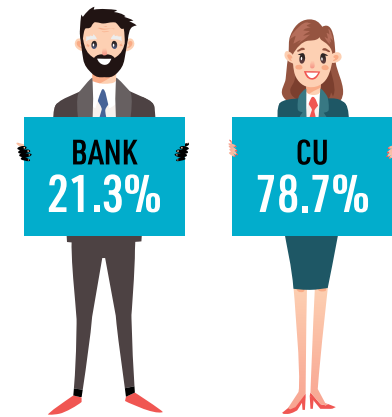


Figure 1: Survey participants by percentage

ROLE



Figure 2: Roles of the bank and credit union employees who participated in the survey

The majority of respondents were President/CEOs or C-Suite Executives, with a minor number of respondents falling into Executive Level, Middle Management, and Associates/Staff. This group was selected so we could evaluate the responses of those directly making decisions on behalf of the company and not just voicing their opinions as a neutral participant.

The focus group included a smaller number of respondents, but it allowed for more personable answers to questions and more direct and specified results. It included four groups as follows:

- + **Group 1** - consisting of 2 Bank CEOs
- + **Group 2** - consisting of 6 Credit Union CEOs
- + **Group 3** - consisting of 7 Bank Executives
- + **Group 4** - consisting of 6 Credit Union Executives

Participant assets ranged from \$74M to \$3B. Participants' comments were gathered throughout the focus group sessions and are presented in occasional quotes or callouts throughout this white paper.

The key findings from these focus groups include:

- + Adaptability and flexibility in workspaces and space-utilization are key
- + Remote and hybrid work are here to stay
- + Solutions will and must continue to evolve for businesses to find and retain talent
- + There will likely never be a one-size-fits-all solution or answer

These findings paint an interesting picture about the new normal for many financial institutions. It outlines concerns, problems, and opportunities for each outcome. Without question, corporate environments are in a constant state of change. The question is, based on the findings, how can we adapt to this change to provide our employees the best possible environment for them to work? How can we retain and recruit talent while maintaining productivity? And most importantly, how do we continue to move forward?

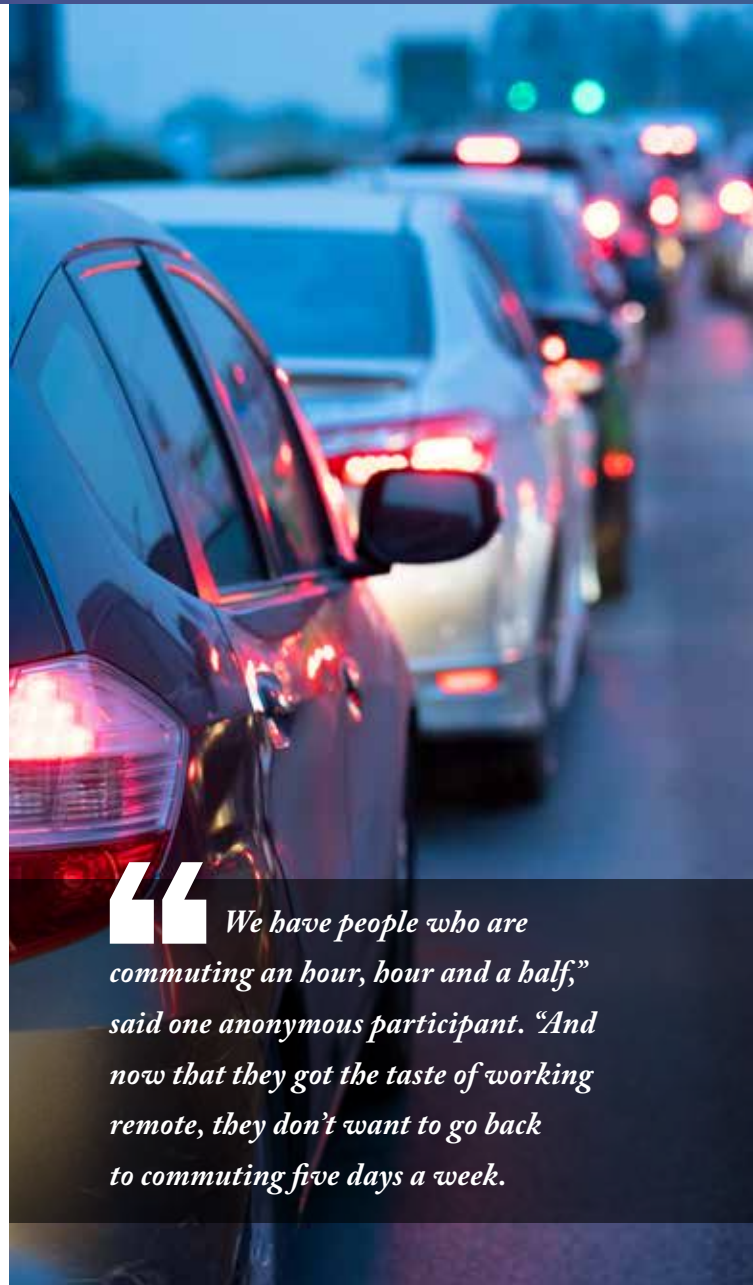
REMOTE WORK PREFERENCES AND CHALLENGES

Overall, participants made one thing very clear in their responses: remote work is here to stay. Furthermore, most participants agreed remote work will increase as time continues rather than decrease. Despite COVID-19 pandemic restrictions relaxing across the globe, employees have grown comfortable with their work from home environments. There is now an expectation for some remote capabilities.

Most participants are incorporating a hybrid work environment, with staff in-office or at home during different days.

The research revealed commute times were the number one indicator on perceptions of whether an employee wanted to work from home. Other factors included employees with children or employees who had to take care of an elderly parent at home. Research also indicated certain positions were more likely to have more remote or hybrid adaptability due to their job descriptions. These include:

- + Credit Analyst
- + Marketing
- + Commercial Lending/Sales
- + Back-Office
- + Information Technology (IT)



“We have people who are commuting an hour, hour and a half,” said one anonymous participant. “And now that they got the taste of working remote, they don’t want to go back to commuting five days a week.”

EMPLOYEE WORK DISTRIBUTION - CURRENTLY

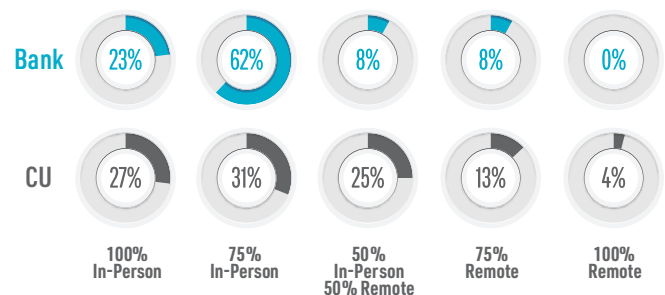


Figure 3: Employee Distribution Percentages

THE WORKPLACE CHALLENGES OF WORK FROM HOME

Despite the increased employee interest in remote options, there are some clear challenges for the organizations and businesses that choose to have some or all employees work remotely. One of those challenges is the issue of “work from anywhere.”

Work from anywhere is a term meaning employees who do not utilize or have access to a home office; this also includes employees who work from cafes, in public spaces, or around other people.

Work from anywhere was not generally accepted as a practice by our participants as it posed a problem to customer/member security. Furthermore, some employees didn’t have access to the amount of space or technology needed to work from home.

“I would love to have my call center person remote, but she just doesn’t have space at home,” one participant noted.

Of the organizations interviewed in focus groups, only 3.28% noted they were 100% remote, meaning all employees were working from home all of the time. However, of the businesses and individuals surveyed, a large amount still had their employees in-office full time five days a week.

Having an entirely remote office space is possible, but it poses unique challenges and technological requirements that can be challenging for businesses to manage.

Furthermore, most organizations determined there are some positions that are impossible to have remote. Figure 4 shows the percentage of employees working in-office vs. remote and Figure 5 shows the predicted percentage of employees working in-office vs. remote over the next three years.

Currently	In-Office Full-Time: 5 Days/wk in Office	1 Day Remote/Wk	2 Day Remote/Wk	3 Day Remote/wk	4 Day Remote/wk	Fully Remote: 5 Days/wk Work from Home
Back-Office Employees	32.79%	13.11%	21.31%	18.03%	8.20%	6.56%
Front-Office Employees	95.08%	0.00%	0.00%	3.28%	1.64%	0.00%
Executive Team	37.70%	26.23%	13.11%	9.84%	8.20%	4.92%
You Personally	49.18%	14.75%	9.84%	13.11%	6.56%	6.56%

Figure 4: Current In-Office vs Remote

Planned Next 1-3 years	In-Office Full-Time: 5 Days/wk in Office	1 Day Remote/Wk	2 Day Remote/Wk	3 Day Remote/wk	4 Day Remote/wk	Fully Remote: 5 Days/wk Work from Home
Back-Office Employees	24.59%	21.31%	26.23%	14.75%	6.56%	6.56%
Front-Office Employees	80.33%	13.11%	0.00%	3.28%	3.28%	0.00%
Executive Team	31.15%	26.23%	18.03%	14.75%	6.56%	3.28%
You Personally	45.90%	14.75%	11.48%	14.75%	6.56%	6.56%

Figure 5: Projected In-Office vs Remote

These survey results solidify what most focus groups already discussed: remote work is not only here to stay, it will likely grow as time goes on. Comparing Figure 4 to Figure 5 reveals most of the surveyed individuals believe they will shift from a full, in-office work environment to at least a 1 to 2 remote day a week hybrid schedule as opposed to completely in office or fully remote.

REASONS EMPLOYEES WANT TO WORK FROM HOME

General practice and what employees prefer don't align perfectly. The survey asked participants where they believe their employees want to work.

The results show the top four types of employees who show the most desire to work from home/remotely are:

1. Employees with longer commutes
2. Employees with caregiver duties
3. Employees aged 42 or younger (Millennials, Gen Z)
4. Employees with children at home

This matches with other survey results from participants as well. Most participants assumed the desire to work remotely was less about the actual office environment and more about the extra time needed to travel to work and the duties at home that hold heightened importance to employees, such as children or those who need caregivers.

Overall	From Home/ Remotely?	In the Office	No Clear Difference
Ambitious employees	7.41%	42.59%	50.00%
Employees aged 42 or younger (Millennial's, Gen Z)	66.67%	5.56%	27.78%
Employees aged 43 or older (Gen X, Boomers+)	25.93%	40.74%	33.33%
Employees near retirement	22.22%	37.04%	40.74%
Employees with children at home	61.11%	11.11%	27.78%
Employees with caregiver duties	77.78%	1.85%	20.37%
Employees with limited home office space	3.77%	62.26%	33.96%
Employees with longer commute distance/time	87.04%	3.70%	9.26%
Employees with slow internet connection speed	3.85%	67.31%	28.85%
Employees with spouse who works at home	16.67%	29.63%	53.70%
Linger-team employees	18.87%	37.74%	43.40%
New Employees	39.62%	24.53%	35.85%

Figure 6: Employee Attributes and Workplace Preference

CONCERNS WITH REMOTE WORK

Some participants offered a range of ongoing concerns with remote work. The three main concerns echoed were:

1. Productivity
2. Security
3. Trust

Surveyed participants were concerned about potential drops in productivity as employees balance work with life at home; fears of a security breach due to off-network logins or unsecure working locations; and a diminished sense of trust due to no longer seeing that person in the office as much. However, others in the focus group said their observations have revealed much more positive results.



"In most cases that I see, [remote workers] are more productive. The time that it would take them to get in their car and get to the credit union, and the time it would take them to leave the credit union to get home, they're utilizing that time in a better fashion," one participant stated.

Integrations of video meeting software such as Zoom, Teams, Google Meets, Webex, etc. allows for easier communication across different channels and allows employees to remain connected to one another. In order to support some of these technological needs, some organizations have begun to adapt employee stipends to provide remote workers home office supplies, high-speed internet access, and ergonomic secure equipment. By providing the tools necessary to work more effectively and securely, these changes could help alleviate some of the aforementioned concerns.

“ *Five years ago, we would pass on some pretty talented people because they wanted to work remote, which in community banks, in my opinion, has been virtually unheard of.*

Remaining In-Office and the Challenges Surrounding It

While most participants agree remote work is here to stay, a significant number of respondents still have quite a lot if not most of their employees strictly in the office five days a week. There were many reasons for this, but those surveyed explained their biggest concerns were remote workers' productivity and a remote workplace's effect on company culture. However, they also agreed that retention could pose a challenge in a market where so many employees now expect remote or hybrid capabilities and options within a company.

"So even in the in the [sic] middle of COVID, we basically did not allow remote work. It may sound a little bizarre, but that's our culture," said a focus group member.

And he's not alone; even if some organizations required employees to work remotely during the height of the pandemic, many are still fully in-office across the board. The current percentage of employees in the office is double the amount working hybrid and triple the amount working entirely remote.

PERCENTAGE OF WORKFORCE - CURRENTLY

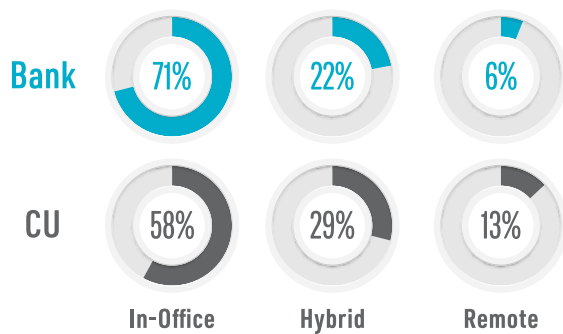


Figure 7: Current Percentage of Workforces Divided into In-Office, Hybrid, and Remote

Businesses are struggling to keep employee morale and the overall company culture strong. While some employees and executives feel working in the office can help the culture, our study indicates the pandemic has caused a permanent shift in company culture and outlook. Regardless of whether employees are working

I would love to have my call center person remote, but she just doesn't have space at home.



remotely, in-office, or in a hybrid environment, there has been a noticeable change, and not a good one.

Figure 8 shows the results of whether or not bank and credit union participants surveyed thought their company culture was significantly better, somewhat better, unchanged, somewhat worse, or significantly worse than before the pandemic.

When asked in the survey what they feel is the number one thing that has changed in your workplace due to the pandemic, respondents replied:

- + "Negative impact on company culture."
- + "The feeling of connecting with employees, at all levels of the organization."
- + "I feel less connected with people. It's great to be able to work remotely, but it should be on an as-needed basis."
- + "Culture has weakened. It's hard to keep employees excited and engaged when working remotely."

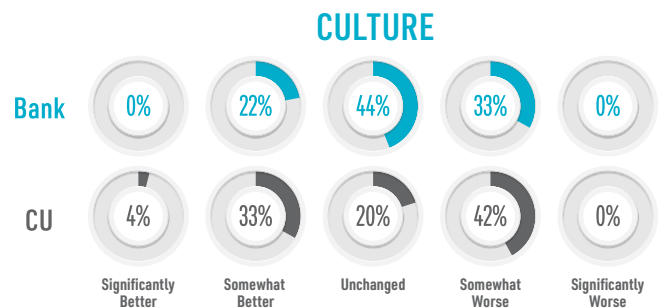


Figure 8: Company Culture Results After the Pandemic

Bank	Currently	Next 1-3 Yrs
Accounting	7.69%	7.69%
Back Office Processing (Cards, Deposits)	7.69%	7.69%
Collections	7.69%	15.38%
Compliance	38.46%	38.46%
Contact Center	7.69%	30.77%
Executive Management	0.00%	7.69%
Human Resources	23.08%	7.69%
Internal Audit	23.08%	15.38%
Loan Servicing and Support	7.69%	7.69%
Loan Underwriting	0.00%	7.69%
Marketing	23.08%	38.46%
None	38.46%	23.08%

Figure 9: Bank Remote Workers per Department Future

Of the bank and credit union executives we interviewed, banks skewed more conservative than credit unions – they were less likely to embrace work from home and more likely to utilize all in-office workplaces, especially community banks. When asked which departments would trend toward remote work, survey participants provided the following responses (Figure 9).

Of the departments, Marketing and Compliance showed strong results, with Marketing having a sharp increase in remote workers. This could also directly correlate to an increase in support for those departments as well. Less funding needed toward space to house the Compliance and Marketing departments means a greater amount of funds available to help those departments grow.

When comparing credit union and bank participants, there was a stark contrast between credit unions and banks that have "fully embraced" remote work. Figure 10 shows the results when asked to what degree their organization had adopted remote work, with responses ranging from "fully embraced" to "not an option."

The majority of credit union respondents felt their organizations had either fully or partially embraced remote work. Bank respondents were more likely to feel they were working remotely out of necessity or had not embraced remote work.

Answers to this question were often a reflection of company values. One participant represented a multi billion-dollar bank that kept all of their employees onsite throughout the pandemic because their customers expected to see people in person when visiting the bank.

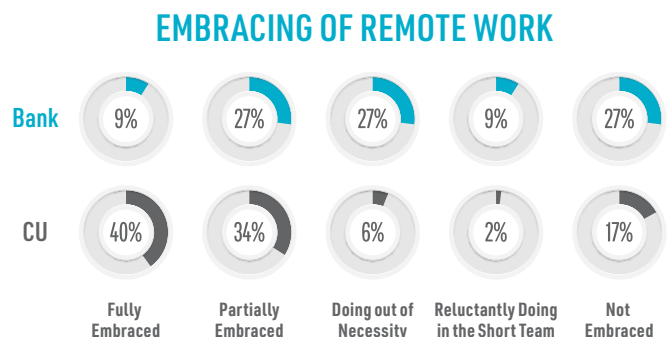


Figure 10: Bank and Credit Union Embracing of Remote Work

Location is a Major Factor in Remote Work Adoption

Location also plays a significant role in whether or not the office work environment is remote, in-office, or hybrid. Our research showed that rural workers may prefer coming into the office due to short commute times and more opportunities for social interaction. Furthermore, rural communities trended toward communal values and in-person visits to their banks and credit unions. On the other hand, rural branches also faced staffing challenges that were

eased by adopting remote work and expanding their potential talent pool.

One focus group member stated: "To staff a new branch with [sic] five new people in a really affluent suburban market is really difficult. It increases your turnover rates."

Another also made note of difficulties faced when staffing in a rural area. "Because we're so rural, we can't even staff on a normal day," they stated. "So we have to go out of

market to hire. And that's just going to get way worse for us. So remote is our future."

However, regardless of how much each organization chose to incorporate remote work, results show a majority of organizations rate themselves highly in terms of adapting to the post-pandemic work environment. Figure 11 shows how well participants thought they ranked in terms of successfully adapting.

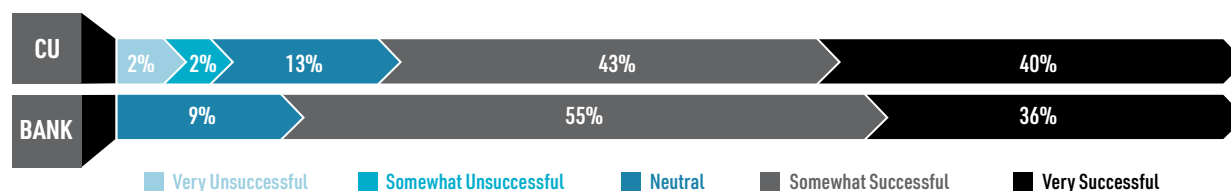


Figure 11: Banks and Credit Unions Thoughts on Adaptation Post-Pandemic

Offices that remained open and fully staffed throughout the pandemic still had to make adjustments to maintain employee safety, wellbeing, and happiness. Some of these adjustments include different workplaces with plexiglass installed, employee amenities like break rooms, kitchens, gyms, or more specialized technology to connect with clients, customers, or employees that may be working remotely.

"Five years ago, we would pass on some pretty talented people because they wanted to work remote, which in community banks, in my opinion, has been virtually unheard of," one participant stated.

For many offices and businesses, the best adaption was a combination of in-office and remote work: a hybrid work environment.



The Careful Balance of Hybrid Workspaces

“NewGround Strategy has documented over ten instances in the last twelve months where a 33% hybrid factor was applied to future staff aggregates.

A hybrid workspace includes remote and in-office workspaces, usually on shifting schedules and times. 27.61% of survey participants state their employees work hybrid schedules, with that number expected to increase to 29.33% within the next one to three years.

All kinds of remote work necessitate the adoption of certain technologies. We discussed numerous technological adaptations with participants, who shared the following implementations and considerations:

- + Video conferencing hardware and software
- + Zoom, Webex, Google Meets, etc. for video conferencing
- + ITMS (these were not all universally embraced by participants)
- + Standing/adjustable desks
- + Dual monitors for in-office and home-office workstations
- + Dedicated scheduling software for meetings and desk assignments
- + Increased IT and information security

This technology, as seen above, doesn't just include software needed to meet virtually. It also includes the space, furniture, and accommodation needs both at home and in-office to fully support hybrid workspaces. One hybrid workspace solution that presented interesting results were hotel desks.

The Problems with Hotel Desks

Hotel desks are shared desks reserved by a person or team as needed.

Hotel desks were often thought by organizations adapting a hybrid work model to be an ideal solution. Employees could find spaces they wanted to work at during the day and have all the equipment they needed when they came into the office. Furthermore, those desks could be used by other employees that were in the office on other days, saving space and equipment overall. Figure 12 reveals the current percentage of desks dedicated to employees and how that number is predicted to change over the course of a few years.

	Currently	In the Next 3 Yrs	In the Future (>3 Yrs)
0%	1.64%	1.64%	3.28%
10%	0.00%	1.64%	1.64%
20%	0.00%	1.64%	6.56%
30%	0.00%	3.28	3.28
40%	0.00%	0.00%	0.00%
50%	3.28%	14.75%	18.03%
60%	3.28%	3.28%	0.00%
70%	6.56%	11.48%	11.48%
80%	3.28%	6.56%	16.39%
90%	18.03%	14.75%	14.75%
100%	63.93%	40.98%	24.59%

Figure 12: Current and future predictions of the percentage of employees with dedicated desks

Nearly 82% of respondents currently have desks for 90+% of their employees. In the future, only about 40% expected to have desks for 90+% of their employees.

"We do have some hoteling stations; we're using it for recruitment and retention; quite frankly, especially in Los Angeles," one focus group participant explained.

However, many employees expressed unease or aversion to hotel desks, wanting their own dedicated and personalized spaces even if they were not in the office 100% of the time. They still desired that connection, personalization, and customization that came with a personal, dedicated desk and space that belonged to them. This could pose several challenges though, as it could mean many desks go unused for the majority of the week and cause space usage problems across the workspace.

"Working remote is a privilege and so you can't expect us to maintain real estate for you here for two days a week and then you're at home three days a week," one participant explained, voicing the concerns and counterargument for employees wanting their own dedicated spaces.

Despite these challenges, it's clear furniture should be updated to accommodate changes in workspace structure and meeting attendance. If not all meeting attendees are in person, remote conference capabilities should be included in the space. Likewise, if a meeting space is only being used by a team a few times a week while they are in-office, it should be adaptable as a multi-use space to optimize space utilization.

Employee Engagement and Benefits of Remote or Hybrid Work Options

While there are some challenges, remote and hybrid work pose some unique advantages for businesses and employees. Employee retention seemed to significantly or somewhat improve with remote or hybrid work options. However, other aspects such as employee engagement and productivity saw no significant difference or were somewhat or significantly better when employees were in the office. By implementing a hybrid work environment, some businesses can find the right balance by having employees in-office and working remotely. Figure 14 shows the same data in a different form.

Respondents identified Parking Issues and Employee Retention were improved with remote or hybrid work options. However, respondents felt all the remaining issues were improved when most employees work in the office, especially Culture, Collaboration, Employee Relationships, and Engagement.

Lastly, participants found remote and hybrid work could help increase their hiring area. Finding top talent can be difficult the narrower the search area, but by introducing remote and hybrid work, the search radius increased. The more local the area, the less respondents expected to hire/retain. Participants naturally expected employees to still be hired in their same country of operation, although less frequently specifically in-state, and again less locally. Figure 15 displays the data.

It's clear that offices face many challenges balancing remote and in-office employees. While offering more remote opportunities can help widen the hiring pool, employee culture and productivity only rise when employees are in the office, meaning that a workspace that relies too heavily on remote work could have a negative impact on the business. Businesses and main offices that see the most success integrate remote-in technology and craft their workspaces to accommodate all types of employees in a hybrid environment. In order to find this perfect balance, businesses must place an emphasis on strategy when designing their workspaces.

OPERATING BELIEFS - OVERALL

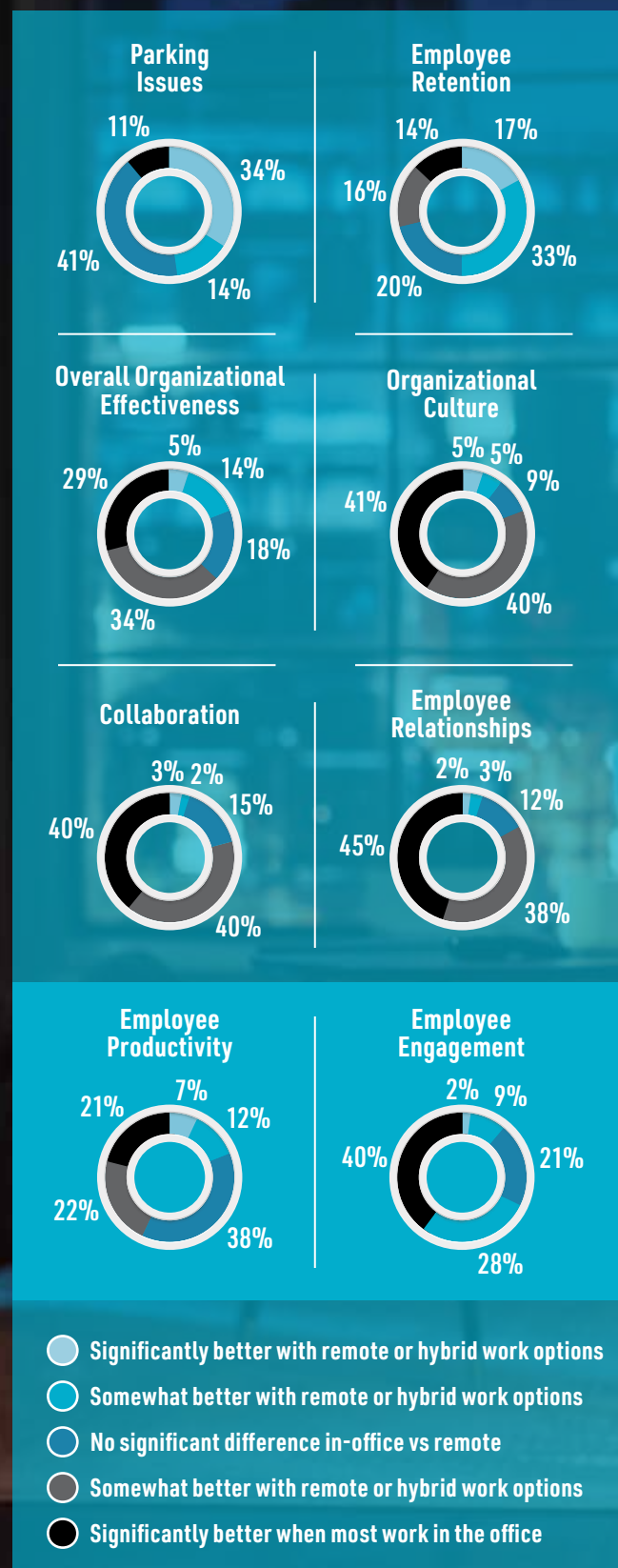


Figure 14: Operating Beliefs and Potential Improvements.



Figure 15: Hiring Area for New and Current Hires

What Does This All Mean for Financial Institutions?

Financial institutions face hard-pressed questions regardless of their workspace preferences, especially as the market continues to change. Some questions to consider are:

What will workspaces of the future look like for corporate headquarters facilities?

How can I attract and retain top talent within my office?

What's the common connection between all of this data?

What will office workspaces look like in the next five years?

How can I maintain corporate office culture?

What changes will I have to make to stay a key player?

How can I adjust to this shift in employee perception and expectations?

With business market expectations changing, financial institutions and organizations as a whole are left scrambling to adjust their spaces to meet these changes. Throughout the research, it was clear that while some organizations have shifted to remote or hybrid, and plan to keep it that way, other organizations are adamant about returning employees to the office, despite challenges it may face. But who's right? What's the answer to all of these questions and uncertainty about the future of office workspaces? Is there a way to make everyone happy?



Adaptability is Key

Our findings with the focus groups and survey participants revealed one clear truth: there is no one size fits all solution. There is no one answer to the question of remote vs in-office vs hybrid work environments. Each organization and business is different and inherently has their own different set of ideals and needs.

"I think if there's a word of the day, that's the takeaway here, it is adaptability and or flexibility," one focus group participant stated. "You know, even with furnishings, permanence, flexibility, that's try this if it doesn't work, give us the option to evolve because things do change."

Ultimately, businesses will need to think long and hard about what balance of work from home and in-office is best for them, and then adapt their spaces, technology, and culture to match that decision. If organizations and businesses want to remain competitive in the current market and continue to obtain and retain top talent, they will need to adapt and they will need to adapt smartly. Proper space utilization is more than just an employee break-room and remote-in software; proper space utilization starts with strategy.

"We used a third party firm on our operations center build and what earned our business for the selected firm was that they listened to what we wanted to do and didn't approach us with a cookie cutter design that was used previously," one respondent said. "They created a hybrid design to work with our needs specific to our culture and member demographic without big budgets."

Outside perspectives are critical when it comes to planning for the future, but these outside perspectives can't take generic approaches. As the respondent said, you can't use a cookie-cutter approach. With adaptability and flexibility being such strong focuses throughout the survey and focus groups, strategy is important to determine how that adaptability can be incorporated into spatial designs, updates, and planning.

With the proper planning, strategy, and tools, your organization can meet these new market challenges head on. Change doesn't have to be scary, and it doesn't have to be difficult either; it can be an opportunity for growth, success, and improvement. But in order to achieve these things, businesses must be willing to listen to employees, plan their space for the future, and strategize for the ever-changing market ahead of them. If these strategies are too hard to undertake alone, find a partner that can help you develop your strategy and help you find the right balance within your workspace.



“ *I think the missing piece for us as an organization, [is] really being able to give everybody great flexibility.*



The Future of Workspace Strategy

The future workspace model is shifting its purpose. While adaptability to employee and market needs is a key part of the future strategy, there are key trends that we're already beginning to see hit corporate environments across the country. As an international architecture and design firm, we see firsthand the changes clients want to see and the changes that sit well with employees and workspaces. But the focus and shift in strategy isn't in the type of furniture or layout – it's the entire purpose of a headquarters itself.

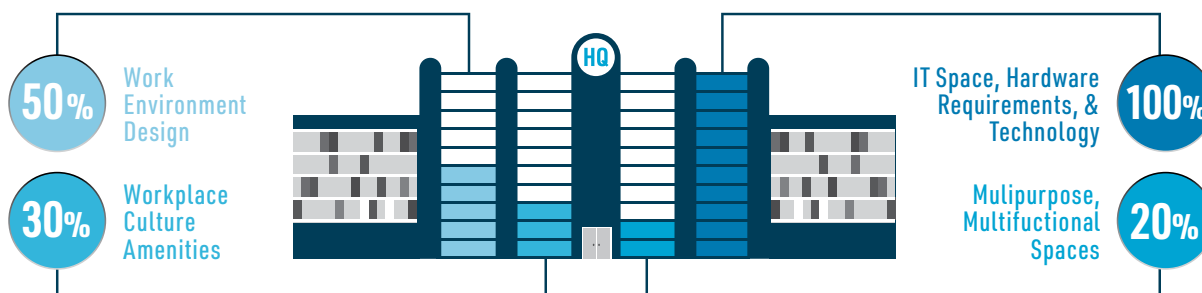


The Purpose of a Headquarters is Shifting

While headquarters used to serve as areas to house employees and maximize productivity through cubicles, that's not the case anymore. The purpose of a headquarters has shifted from a space to house as many employees as possible to a space designed to encourage corporate culture and community collaboration, regardless of where employees are working.



THE FUTURE OF HEADQUARTERS DESIGN IS SPLITTING:



The focus and purpose of a headquarters has shifted – now, instead of just accommodating employees, the aim is to support them. Instead of meeting rooms, businesses are designing hang out huddles, flexible workspaces, movable furniture, and an overall focus on community building. As a whole, businesses have to ask themselves one key question: why would anyone want to come back to the office? What is the appeal to return and leave the comfort of their own homes?

It's all about a desire to return to the office, not a requirement.

Spaces are being designed to attract new talent and accommodate all types of employees, blending youthful and vibrant workspaces with sophisticated, quiet spaces. Overall space needed to house employees has decreased, allowing businesses more opportunities to save money on space development and put finances toward employee amenities. Salary shifts are also changing to compensate for the lack of travel employees will need to perform if they can work remotely, and some organizations are providing stipends and funds for employees to build their remote

workspaces at home. The aim is to support all employees instead of just accommodate them.

Location is also changing – without a need to house all employees within one space, some businesses have shifted their focus to put more headquarters facilities in rural areas, saving costs on land and development. Policy shifts and changes are continuing to save costs for both businesses and employees, meaning businesses can put more money toward specific amenities such as offering employees catered lunches or free food choices – more incentives for employees who want to return to the office.

To retain and recruit talent, businesses are shifting from models fitting as many employees together as possible to more open and collaborative areas instead. These spaces fuse collaboration across all networks, remote or in-office, and we're beginning to see a shift in how businesses attract employees to work for them. If financial institutions want to succeed and continue to grow, they'll have to change and adapt the way they look at their headquarters spaces – or they'll be left in the dust by competitors already embracing the new market.



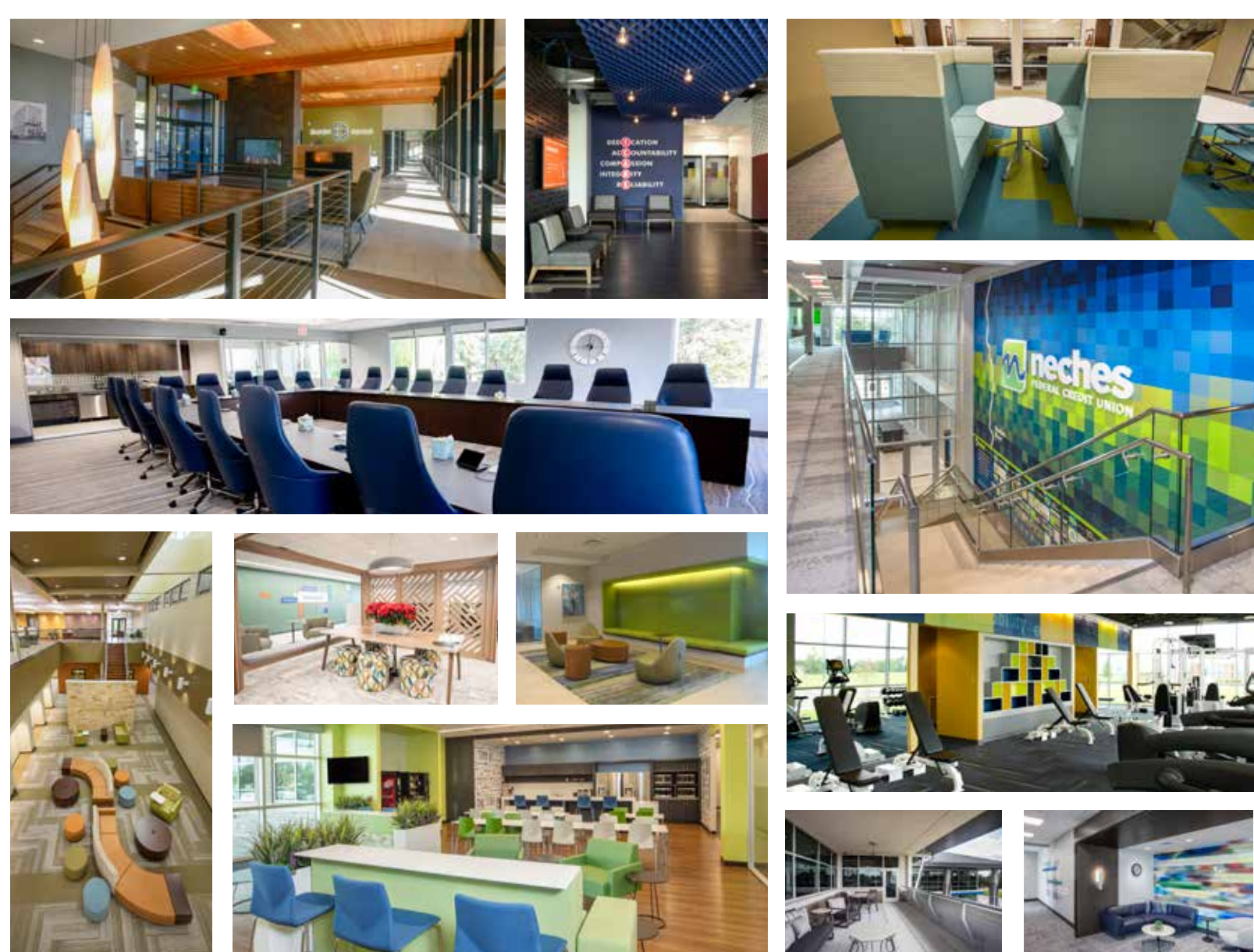
Want Your Voice to be Heard Next?

We'd love to hear directly from you about your experiences in this current shifting corporate market. The best way to learn about current and future market trends is to hear directly from the trendsetters and the people impacted - you!

Let us know what speaks to you and where you feel you're impacted by shifts in the market. We'll be here to listen and use the results to craft new approaches and strategies to change - helping you adapt and overcome whatever comes your way.

What Issues are You Most Passionate About?

1. Is it Workspaces?
2. Employee Retention?
3. Digital Banking?
4. Future Technology?



About NewGround

NewGround is the industry thought leader in strategy, innovative design, and project management, and has been for over 100 years. As a thought leader in branch, main office, and headquarters design and development, we use our proprietary approach of "Leading with Strategy" to create a unique and personable roadmap for our clients that integrates not only the Customer/Member Journey, but more importantly, the Employee Journey into the physical manifestation of the approved strategy. We are a single-source partner that can be your all-in-one solution from start to finish or meet you where your current solution is needed. At NewGround, we have formulated a seamless process that removes the burden from our clients and into our capable hands – from formulating a strategic design to opening your doors for the first time. Whether it is a design-only project or a complete turn-key project, NewGround stands ready to bring your vision to life. We adapt to any changes that come our way and are always striving to stay up to date on current trends and data. And we always start with the most important element of any project first: strategy.

